PRODUCT SYLLABUS (1 Month)

GOALS (i.e., ideas, insights, appreciations students should have on completion of this quarter of the curriculum)

1. Policy-Making Process

- Roles of NSC, State, DoD, etc.
- Mechanisms
- Realities (i.e-, policy-making inside & outside established mechanisms)

2. Consumers - and how their needs differ

- Consumers
 - Policy-maker
 - o President
 - o NSC
 - o Cabinet Officer
 - Senior Military Commander
 - Senior Staff
 - Regional analyst/desk officer

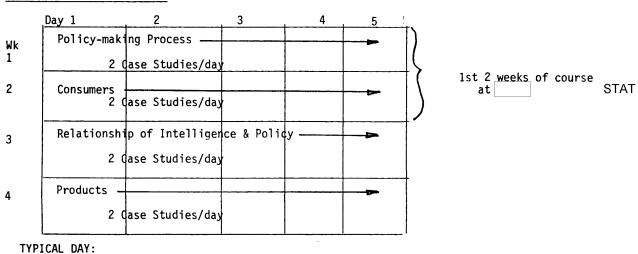
Relationship of Intelligence and Policy

- Historical trends/changes
- Ethical considerations

Products

- Kinds
 - o Raw and finished intelligence
 - current
 - estimative
 - policy support
 - o CA
 - o CI
- Criteria for success
- Ethical considerations

PROPOSED TIME ALLOCATION: 1 Month



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0800-0900 Study Time (Individual & group final case preparation time)
0900-1015 Case 1 Class/Seminar
1030-1145 Case 2 Class/Seminar
1200-1300 Lunch
1300-1700 Study Time (Individual & group case preparation & reading for next day)
Wednesdays (for break in pace)
0800-0915 Case 1 Class/Seminar
0930-1045 Case 2 Class/Seminar
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Remainder of Study Time

Required Reading: Two case as: generits for discussion daily; plus approximately 1000 pages of reading a regioned weekly to support the principles brought out in

the cases.
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GOALS

1. Collection Techniques/Disciplines (HUMINT; SIGINT; PHOTINT)

(1 Month)

- * Strengths/weaknesses
- * Credibility/reliability
- * Quality of results
- * Relationships/complimentarity
- * Research & development
- 2. <u>Fundamentals of physical sciences that relate to collection systems (e.g., orbital mechanics, photo resolution factors, weather prediction, propagation theory, STAT S/N theory, Signal characteristics, remote sensing, etc.)</u>
- 3. Ethical & legal issues
 - * Authorities/Guidelines
 - * Ethical considerations (grey areas not dealt with specifically in statutes/E.O.'s)

STAT

- 4. Process of Collection
 - Programming & orchestrating IC assets (problems/issues)
 - * Interrelationship of collection and analysis
 - Judging adequacy of collection effort

PROPOSED TIME ALLOCATION: 1 Month

	Day 1	2	3	4	5
Wk 1	Kinds of HUMINT 2 lctrs 2 seminars	Collection —— SIGINT 2 lctrs 2 seminars	PHOTINT 2 lctrs 2 sminrs	R&D 2 lctrs 2 sminrs	INTER RELATIONSHIPS 2 seminars
2	Fundamenta		2 Seminars/d	ay	
3	Ethical/le	gal issues —— 2 cases/day			
4	Process —	2 cases/day			

TYPICAL DAY:

Wee	ks	1	&	2	

* \frac{0800-1000}{1000-1200} \frac{\text{Lecture}/Q&A/\text{Discussion} (Wk 1/\text{Day 5: Study})}{\text{Lecture}/Q&A/\text{Discussion} (Wk 1/\text{Day 5: Seminar})}

1200-1300 Lunch 1300-1500 Seminar

1530-1700 Seminar (Wk 1/Day 5: Study)

* Weeks 3 & 4

0800-0900 Study Time (Individual & group final case preparation time)

0900-1015 Case 1 Class/Seminar 1030-1145 Case 2 Class/Seminar

1200-1300 Lunch

1300-1700 Study Time (Individual & group case preparation & reading for next day)

Required Reading:

Weeks 1 & 2 - Explanatory readings as necessary to support days topics. Here simplified reading should be prepared to permit non-technically educated students to grasp the essentials/fundamentals of these tech areas.

Weeks 3 & 4 - In addition to daily case assignments, approximately 1000 pages of readings assigned weekly to support the principles brought in the cases.

ANALYSIS SYLLABUS
(1 Month)

GOALS

1.	Fundamentals of	the main	analytic	disciplines	(traditional	techniques/methodologi	es)
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- Kinds o Military o Economic STAT

- o Political o S&T
- o Probability/Quantitative Analysis
- Strengths/weaknesses/capabilities in:
 - o Understanding the past
 - o Relating the past to the present or future
 - o Predicting the future

2. New techniques/novel applications/multi-disciplinary

PROPOSED TIME ALLOCATION: 1 Month

ı	Day 1	2	3	4	5
Wk '	Fundamentals -				
1	2	cases/day			
	Fundamentals				
2	2	cases/day			
	New Techniques	/Application	s ———		
3	2	cases/day			
4	New Techniques	/Application	s 		
	2	cases/day			

Typical Day

0800-0900 Study time (Individual & group final case)

0900-1015 Case 1 Class/seminar 1030-1145 Case 2 Class/seminar

1200-1300 Lunch

1300-1700 Study time (Individual & group case preparation & reading for next day)

Wednesdays (for break in pace)

0900-0915 Case 1 Class/seminar 0930-1045 Case 2 Class/seminar

Remainder of Day - Study time

Required Reading: Two case assignments for discussion daily; plus approximately 1000 pages of reading weekly in support of principles brought out in the cases.

GOALS

1. Managing Money

- * From perspective of
 - Case officer & overseas station
 - Branch and Division
 - Agency
 - IČ
- * Special issues/problems related to contracting (analysis, S&T, etc.)

2. Managing People

- Precepts of leadership
 - Personal vs institutional ethics
 - Incentives
 - Example
 - Loyalty
- * Supervision; responsibilities/techniques/problems
 - Challenge/motivation
 - Communications
 - Evaluation
 - Promotion
- * Recruiting/process

Managing Work; Planning

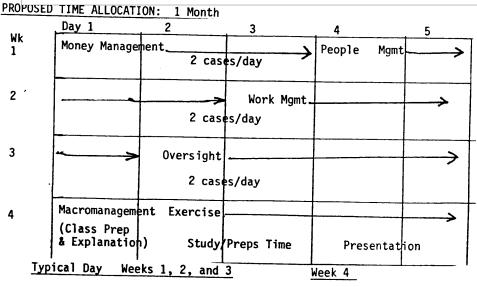
- * Resource planning
- Decision analysis techniques
- Goals/objectives/long-range planning

4. Managing Oversight

- * Internal: procedures/institution/responsibilities
- * External: role of Executive and Legislative Branches

5. Macro-management Exercise

As the final segment of the professional intelligence officer course, a case study exercise should require each student to synthesize and use what has been learned. The case study will be done by seminar groups, with the results shared with the entire class STAI



0800-0900 Study Time 0900-1015 Case 1 Class/Seminar 1030-1145 Case 2 Class/Seminar 1200-1300 Lunch 1300-1700 Study Time Wednesday (for break in pace)

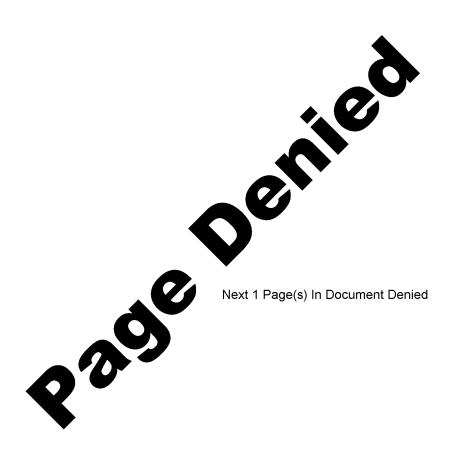
Monday - Class explanation of problem
& begin preparation of solution

Tues & Wed AM - Preparation of solution

Wed PM, Thurs
& Fri - Class preparation, discussion
of solution and critique

0800-0915 Case 1 Class/Seminar 0930-1045 Case 2 Class/Seminar

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1. Economics			
1. Economics theory -	GNP, inflation	<u> </u>	
2. Political			
3. Military Existing			
Listing	Stadies		
4. SAT			
4. SAT ' energy nuclean	eych.		
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